



Tech DD and creating value in an Engineering Services firm.

ANALYSE



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BACKGROUND

A multi-million-pound professional services firm was poised for transformation. Investors saw an opportunity to use technology to drive scale, unlock efficiencies, and expand into new markets. However, our **Tech Due Diligence (Tech DD)** uncovered a critical disconnect:

- Technology was seen as a **cost centre**, not a **growth enabler**.
- The leadership lacked a **strategic vision** for leveraging technology.
- Existing tech investments were focused on **maintenance, not innovation**.

For the investment thesis to succeed, technology had to shift from an operational necessity to a core driver of competitive advantage.

IDENTIFYING THE CHALLENGE

On paper, the firm's **technology stack** was well-managed, secure, and cost-effective—traits often seen as positives. However, this **"success" masked a major limitation**:

- The **tech team operated on a low budget**, prioritising stability over innovation.
- **No scalable digital strategy** existed to drive new revenue streams.
- Leadership was **unaware of how technology could fuel expansion**.

To unlock growth, we needed to **shift the leadership's perspective**—helping them see technology not just as an operational tool, but as a vehicle for value creation.

CREATING THE CHANGE

Our approach went beyond a traditional Tech DD, driving a fundamental mindset shift:

1. **Strategic Benchmarking** – We demonstrated how competitors were using technology to **scale faster, increase margins, and differentiate**. This helped leadership **visualise new possibilities**.
2. **Executive Coaching & Change Management** – Leadership and the technology team received targeted coaching to break free from **legacy thinking** and align with the investor's vision.
3. **Fractional CIO Engagement** – We introduced an interim **Fractional CIO** to bridge the gap, ensuring technology leadership could effectively drive the transformation.
4. **Investment-Aligned Roadmap** – We developed a clear, staged roadmap linking **technology investments to EBITDA growth**, making the case for **capital allocation and execution priorities**.

RESULTS

By **aligning technology with commercial objectives**, we turned a **risk into an opportunity**:

- **Scalable Tech Infrastructure**: The roadmap laid the foundation for expansion and automation.
- **Leadership Buy-In**: The executive team embraced technology as a **profit centre, not a cost centre**.
- **Stronger Investment Thesis**: Technology-driven efficiency and market expansion opportunities were directly **tied to investment returns**.